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NAHCR
NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

NATIONAL ASSOCIATION OF HEALTH CARE RECRUITERS
RECRUITMENT SURVEY

June, 1986

Provided by:

Nursing86

1111 Bethlehem Pike, Springhouse PA 19477 (215) 646-8700

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NATIONAL ASSOCIATION OF HEALTH CARE RECRUITERS
RECRUITMENT SURVEY
June, 1986

BACKGROUND

The 1986 Recruitment Survey was sent to members of the National Association of Health Care Recruiters on February 25, 1986. Information was requested concerning bed capacity, staffing, employee benefits in the facilities for which they recruit, and about recruitment methods and duties associated with the recruiter position. The questionnaire was a slight modification of the 1985 form. A follow-up postcard was mailed on March 26,1986.

Data presented in this year's report are for selected years only. Please refer to the June 1984 report for specific information on the years since 1980 which are not included.

METHOD AND RESPONSE

Questionnaires were sent to 540 recruiters from a NAHCR membership of 612. As in previous years, the names of NAHCR members employed by the same facility were combined into one request for information. An attempt was again made to delete the names of agencies and recruiters for hospital corporations due to the incompatibility of their numerical data with individual hospitals. Data from recruiters serving hospital complexes with 2 or 3 facilities could not be positively identified and are included in the study.

	Questionnaires Mailed	Tabulated Responses	Response Rate
Region:	#	#	%
Northeastern	162	60	37
Southern	145	48	34
North Central	141	62	44
Western	92	34	37
National	540	204	38

REGIONS

Northeastern: WV, VA, MD, DC, DE, PA, NJ, NY, VT, NH, CT, RI, MA, ME

Southern: TX, OK, LA, AR, MS, AL, TN, FL, GA, NC, SC, NM

North Central: ND, SD, MN, IA, WI, IL, NE, KS, MO, KY, IN, MI, OH

Western: WA, MT, OR, ID, CA, NV, AK, HI, UT, WY, CO, AZ

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Information about 204 facilities was tabulated giving a response rate of 38%--better than the 30% of the past two years and equal to 1980-83. The number of facilities reporting is the lowest to date--16 below last year, 28 below the initial year 1980, and about half of the peak years of 1981-83 (405-426).

As in previous studies, facilities in the more populous states dominate most regions, e.g. California comprises 53% of the West; Texas and Florida, 29% and 27%, respectively, of the South. Three states make up half of the Northeast (with 15%/18% each from Pennsylvania, New York, and New Jersey) and half of the North Central region (with 15%/21% each from Illinois, Ohio, and Michigan).

SUMMARY

According to the responses tallied from the recruiters, the average number of beds is 474--8% above the 440 last year and 4% above the previous all-time high of 456 in 1980. The general composition of survey hospitals by bed capacity has not varied over the past 4 years. The majority (64%-70%) fall in the 100-500 bed category; a quarter (26%-29%) in the 500-1000 range; and a few have more than 1000 beds (4%-6%) or less than 100 beds (1%-4%). This year for the first time, two hospitals have more than 2000 beds--both in the South. In general, more of the larger, 1000+ bed facilities are in the South causing that area to register the highest average bed capacity, 582--up 27% over 1985.

Nationwide somewhat fewer report a decrease in bed capacity this year (12% vs. 16% in 1985), slightly more (77% vs. 74%) show a stability, and an identical 10% show an increase. More western facilities report an increase (29%) in contrast to 3%-8% elsewhere. The most decrease is in the North Central states--19% vs. 33% in 1985.

The average daily patient census of 75% is similar to the 74% of 1985 but lower than the 78% of 1984. (Percentages were not calculated for previous years.) Significantly more facilities in the West (41%) than in the North Central states (23%) indicate an increase in occupancy, while over a quarter (28%/29%) of those in the Northeast and South say the census has increased.

The national average for budgeted FTE (full-time/full-time equivalent) RNs, 415, is higher--up 12% over the 371 of 1985 and above the average 5% per year usual increment since 1980. As a result, the ratio of bed capacity per FTE RN (1.14 nationally) continues to drop steadily from the high 1.56 of 1980. The most favorable values occur in the Northeast and West, 1.03 and 0.94, respectively, vs. 1.21 in the North Central states and 1.34 in the South. The daily patient census/nurse ratio (0.87 nationwide) is equal to last year and down from 1.27 in 1980.

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	Bed Capacity::One FTE RN				Daily Patient Census::One FTE RN			
	1986	1985	1984	1980	1986	1985	1984	1980
Northeastern	1.03	1.19	1.34	1.59	0.85	0.95	1.12	1.31
Southern	1.34	1.38	1.38	1.59	1.03	1.00	1.04	1.28
North Central	1.21	1.12	1.17	1.63	0.85	0.80	0.92	1.36
Western	0.94	1.02	0.97	1.26	0.72	0.72	0.71	1.00
National	1.14	1.19	1.25	1.56	0.87	0.88	0.97	1.27

How to read the table: Nationwide in 1986, one FTE nurse is responsible for 1.14 beds based upon the total beds available in the hospital. One nurse is responsible for 0.87 of those occupied on a daily average.

There are regional variations in responses to a new question about changes over the past year in the staffing mix of full-time and part-time RNs. Nationwide, 42% indicate no change; 35%, more part-time; and 21%, more full-time. Significantly more facilities in the West (47%) than in the Northeast (28%) have shifted to more part-time RNs while the others equal the 35% norm. Significantly more North Central and Northeast hospitals (26%/27%) than those in the West (9%) have moved to full-time RNs while the South (17%) is about average.

BUDGET

As in the past, almost two thirds of the hospitals (64%) have a separate recruitment budget, and 35% do not. Again, the majority of the 130 respondents with separate budgets (85%-110 individuals) provide budget data. Recruitment budgets, averaging $103,275 in 1986, show a significant increase over the $81,215 last year--up 27% nationwide.

Salaries are part of more Western (68%) and Southern (66%) recruitment budgets than in the North Central states (53%) or Northeast (47%). Nationwide the average recruitment budget including salaries is $118,760; without salaries, $74,086.

Half of the respondents in the Northeast (51%) and West (53%) report an increase in recruitment budget in contrast to a third of those in the South (34%) and North Central states (36%). Nationwide a quarter (26%) report a decrease--down significantly from the decrease of 39%/41% in 1984 and 1985--with lower percentages in the Northeast (14%) and West (21%) and the highest in the South (44%).

The advertising portion of the recruitment budget has increased over last year. The average of 35% in budgets including salary is up 6 percentage points nationally over last year with the greatest increase (9 percentage points) in the North Central states from 19% to 28%. The 65% for advertising recruitment budgets without salaries registers a 10 percentage point increase ranging from a high of 90% in the West to 52% in the North Central region.

The Northeast and West equal the national average in the number of FTE RNs to be recruited this year, 87 ($\pm$1)--up significantly from 73 in 1985 and 70 in 1984 but less than the high 110 of 1980. The 67 projected in the North Central states is about equal to last year while the high 110 in the South (again probably due to the two large hospitals) is considerably larger than the 84,'86 of the last two years.

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The number of RN FTE vacancies is up significantly over last year--27 nationally vs. 17 last year and a low of 13 in 1984. Again, the 2 large hospitals in the South give it the most vacancies and the greatest increase over 1985 (34, double those of last year). Other areas range from 22 to 28--up 7 to 8 over 1985.

A new value was calculated this year to determine the percentage of nursing vacancies in each hospital--the number of RN FTE vacancies divided by budgeted # of RN FTE. While individual vacancies vary from 0-28%, the National 7% RN average vacancy rate is constant everywhere (±1%).

In all areas ICU/CCU again ranks first by a wide margin as the nursing specialty which is the hardest to fill--cited by 79%-86% of all respondents. The 82% nationally is significantly greater than the 57%-65% of previous years--no doubt due to DRGs and increased patient acuity levels. OR follows with 26% nationwide, and shows wide variation by area: 50% in the West, 27% in the Northeast, 19% in the South and 16% in the North Central states.

RECRUITMENT PROGRAM

The 19% national turnover rate shows little change from the 18% in 1984/85 and remains below the 30% and 27% in 1980/1981. The South has a significantly higher rate (25%) than other areas which range from 15% to 19%. In general the bed capacity of the hospital has little to do with turnover rate, although the 300-399 bed facility is somewhat lower (16%) than all others (18% - 20%).

The cost per hire continues to rise--now $1276 nationally and up 19% over 1985--with a high of $1668 in the West, a moderate $1210 and $1363 in the South and Northeast, respectively, and a low of $1005 in the North Central states.

The use of recruiting/employment agencies, 26% nationwide, is back to the early 1980s levels (24%-30%)--up from the 20% in 1985 and 16% in 1984. Agency utilization is most common in the West (32%--double that of 1985) and lowest in the North Central region (16%--equal to 1985).

Nationwide, 61%--equal to last year--indicate that local advertising is the most successful method of recruitment for health care personnel in all areas of the country, and local advertising is utilized by virtually all recruiters (96%). The majority (93%) also schedule career days which are considered most successful by 33% nationally. Opportunities for recruiting RN staff in particular--individual campus visits, career directories, student nurse conventions, and national journal advertising--are used by 56%-67% and rank next in importance. While there is an increase of 5 percentage points in those saying they made more recruitment trips this year (15% nationally) and a drop (28% vs. 49% in 1985) in those making fewer trips, there is little change in the number of trips made--8 vs. 7 in 1985. Again this year fewer trips are made by recruiters in the West (2) than elsewhere (8-10). As might be expected, the number of trips made increases with hospital size and ranges from 4 (100-200 beds) to 15 (700+ beds).

With the exception of special orientation or internship programs (78%--down slightly from the 84%/85% of 1984 and 1985) there is little change this year in the benefits offered to nurses. Over time, clinical laddering (46% nationwide) and child care centers (33%) appear to be gradually increasing from 1984 levels--8 and 10 percentage points, respectively. Of course, clinical laddering is more prevalent in larger hospitals (50%/58% of those with 300+ beds) than in smaller facilities (26%).

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SALARY

The average base salary for a staff nurse ($20,186 nationally) is a 3% increase over last year and is higher in the West ($22,200), lower in the South and North Central states ($19,000-$20,000). The average basic salaries for head nurses ($25,673) and DONs (37,379) are 5% higher than in 1985. Only a quarter of the facilities (24% nationwide) now pay more for a BSN than for a Diploma or Associate Degree nurse--down from the 27%-33% of the previous 5 years.

NURSE RECRUITER

The average respondent's salary is $29,467 and as in previous years the West is high ($33,000) compared to other areas ($28,000-$29,000). The 6% salary advance over last year reflects increased experience as respondents have been in their current position longer (52 months vs. 46 in 1985) and in recruiting longer (63 months vs. 56).

The percent of time that respondents spend on recruitment has risen this year to 64% nationwide--up from 57%/59% in the past two years but lower than the 71%-73% in the early 1980s. The greatest increase occurs in the West (72%--up from 59% last year). With values comparable to last year, the North Central region is low (58%) while the Northeast and South are equal to the 64% norm.

As in 1985 almost all respondents recruit for RNs (96%) and a majority for LPN/LVNs (78%) and other positions (70%). Although Nurse Recruiter is the major title given by respondents (32%--down 3 percentage points over last year), new titles reflect the broader membership base, e.g. Employment/Staffing Director (22%), Professional Health Care Recruiter (6%) and Human Resources Specialist/ Director (3%).

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HEALTHCARE RECRUITMENT SURVEY

JUNE 1986

HOSPITAL DATA

In what region is your facility located?

	1986 #	1985 #	1984 #	1980 #
Northeastern	60	66	103	50
Southern	48	54	94	85
North Central	62	66	97	75
Western	34	35	51	32
National	204	221	345	242

What is the bed capacity of the hospital for which you recruit?

	40-99 beds		100-299 beds		300-499 beds		500-999 beds		1000+ beds	
	1986 %	1985 %	1986 %	1985 %	1986 %	1985 %	1986 %	1985 %	1986 %	1985 %
Northeastern	-	3	28	27	38	38	30	30	3	2
Southern	4	2	25	33	23	30	33	28	15	7
North Central	-	2	16	20	50	38	29	35	5	5
Western	-	-	29	31	56	54	12	14	3	-
National	1	2	24	27	41	39	27	29	6	4

What is the bed capacity of the hospital for which you recruit?

	Average 1986 #	1985 #	1984 #	1980 #	Range 1986 #
Northeastern	442	430	468	486	(106-1350)
Southern	582	459	458	438	(50-2700)
North Central	474	472	458	490	(115-1474)
Western	379	367	356	379	(142-1400)
National	474	440	446	456	(50-2700)

How does this compare to the capacity in 1985?

	Increase 1986 %	1985 %	1984 %	Decrease 1986 %	1985 %	1984 %	Same 1986 %	1985 %	1984 %
Northeastern	8	11	7	13	8	8	78	82	85
Southern	8	13	21	6	9	4	83	78	73
North Central	3	3	8	19	33	19	77	64	73
Western	29	17	16	6	9	4	65	74	78
National	10	10	13	12	16	9	77	74	77

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?

	Average 1986 #	1985 #	1984 #	1980 #	Range 1986 #
Northeastern	429	362	350	306	(80-1500)
Southern	434	333	331	275	(75-1300)
North Central	390	422	391	300	(71-1198)
Western	402	360	366	300	(150-952)
National	415	371	358	293	(71-1500)

Has the mix of full-time and part-time RNs changed in the past year? (1986 only)

	Yes, more full-time %	Yes, more part-time %	No change %	No Answer %
Northeastern	27	28	47	2
Southern	17	33	44	6
North Central	26	37	34	7
Western	9	47	44	3
National	21	35	42	4

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HOSPITAL DATA (Continued)

What is the average daily patient census?

	1986 %	1985 %	1984 %	Range 1986 %
Northeastern	81	80	83	(57-100)
Southern	75	71	77	(46-98)
North Central	69	71	76	(42-88)
Western	73	72	75	(50-100)
National	75	74	78	(42-100)

Is your facility subject to DRGs or any other state prospective payment regulations?

	Yes 1986 %	Yes 1985 %	Yes 1984 %	No 1986 %	No 1985 %	No 1984 %
Northeastern	92	65	61	7	30	35
Southern	83	85	93	8	9	6
North Central	94	94	91	2	3	8
Western	97	91	86	3	6	6
National	91	83	82	5	13	15

How does this compare to the last fiscal year?

	Increase 1986 %	Increase 1985 %	Increase 1984 %	Decrease 1986 %	Decrease 1985 %	Decrease 1984 %	Same 1986 %	Same 1985 %	Same 1984 %	No Answer 1986 %	No Answer 1985 %	No Answer 1984 %
Northeastern	28	26	25	37	36	40	28	21	21	7	17	14
Southern	29	13	22	29	63	45	27	9	25	15	15	8
North Central	23	18	9	44	52	63	23	15	22	11	15	6
Western	41	17	24	24	49	37	21	31	29	15	3	10
National	29	19	20	35	49	47	25	18	23	11	14	10

RECRUITMENT BUDGET

Do you have a separate recruitment budget?

	Yes 1986 %	Yes 1985 %	No 1986 %	No 1985 %
Northeastern	72	62	28	36
Southern	67	72	31	28
North Central	58	62	42	36
Western	56	54	41	46
National	64	63	35	36

If yes, what is your total recruitment budget for the year 1986-1987? (Values from 110 individuals)

	Average 1986 $	Average 1985 $	Average 1984 $	Average 1980 $	Range 1986 $	Median 1986 $	Median 1985 $	Median 1984 $
Northeastern	121,958	94,373	79,937	[illegible]	(15,000-396,100)	99,000	73,900	57,360
Southern	113,350	84,035	83,334	[illegible]	(600-402,000)	78,000	74,000	59,360
North Central	75,000	62,128	76,115	[illegible]	(1000-175,000)	76,900	45,600	49,100
Western	100,876	90,757	79,781	[illegible]	(45,000-284,600)	86,200	86,000	60,106
National	103,275	81,215	80,005	[illegible]	(600-402,000)	80,000	70,000	56,000

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RECRUITMENT BUDGET (Continued)

If yes, how does this compare to your budget for the previous year? (Responses from 130 individuals)

	Increase				Decrease				Same				New program/other				No Answer			
	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	51	24	18	70	14	32	30	8	21	29	35	12	-	7	2	-	14	7	15	10
Southern	34	33	20	59	44	49	42	7	16	13	29	9	3	3	1	-	3	3	8	25
North Central	36	24	13	64	28	46	45	4	28	27	20	16	-	-	1	-	8	2	21	16
Western	53	37	10	60	21	37	41	9	5	16	27	9	-	-	-	-	21	11	22	22
National	43	29	16	63	26	41	39	6	19	22	28	12	1	3	1	-	11	5	16	19

What percent of your 1986-1987 budget is for: (Responses from 73 individuals)

Budget includes salary:

	Salary				Travel				Advertising			
				Range				Range				Range
	1986	1985	1984	1986	1986	1985	1984	1986	1986	1985	1984	1986
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	39	40	48	(20-80)	9	10	6	(1-25)	45	42	37	(0-60)
Southern	41	43	39	(18-80)	10	7	13	(1-53)	33	27	30	(1-65)
North Central	51	56	55	(23-80)	11	8	8	(0-35)	28	19	25	(0-65)
Western	45	44	47	(20-98)	9	6	10	(0-50)	30	32	32	(1-56)
National	44	47	47	(18-98)	10	8	9	(0-53)	35	29	31	(0-65)

	Recruitment materials				Other			
				Range				Range
	1986	1985	1984	1986	1986	1985	1984	1986
	%	%	%	%	%	%	%	%
Northeastern	11	6	7	(0-60)	15	2	3	(1-79)
Southern	8	9	9	(1-20)	16	15	12	(0-65)
North Central	6	9	7	(1-20)	14	9	8	(2-34)
Western	9	8	11	(1-25)	18	9	7	(5-52)
National	9	8	8	(0-60)	15	9	8	(0-79)

Budget does NOT include salary: (Responses from 35 individuals)

	Travel				Advertising				Recruitment materials				Other			
				Range				Range				Range				Range
	1986	1985	1984	1986	1986	1985	1984	1986	1986	1985	1984	1986	1986	1985	1984	1986
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	13	13	13	(0-42)	72	60	66	(29-98)	11	17	18	(0-29)	12	4	4	(0-40)
Southern	12	17	23	(0-33)	60	47	53	(31-100)	16	11	26	(0-58)	16	11	11	(0-40)
North Central	25	22	23	(0-50)	52	43	47	(10-100)	19	12	20	(1-50)	22	23	18	(0-40)
Western	5	14	23	(0-10)	90	69	62	(-90-)	5	5	21	(0-10)	-	12	19	-
National	16	15	20	(0-50)	65	55	56	(10-100)	14	13	21	(0-58)	17	10	13	(0-40)

Other expenses for 1986-1987 - Combined budgets (5-9 mentions National): Relocation assistance, meetings/conventions, scholarships/tuition, open houses/brochures, postage, office supplies, dues, agency/placement fees

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How many RNs (full-time equivalents) do you plan to recruit this year?

	Average				Range
	1986	1985	1984	1980	1986
	#	#	#	#	#
Northeastern	88	75	73	108	(5-310)
Southern	110	84	86	120	(7-500)
North Central	67	65	51	107	(0-275)
Western	86	70	66	102	(7-280)
National	87	73	70	110	(0-500)

How many RN FTE vacancies do you currently have?

	Average				Range
	1986	1985	1984	1980	1986
	#	#	#	#	#
Northeastern	28	20	17	31	(2-110)
Southern	34	17	14	43	(2-160)
North Central	22	15	9	36	(0-96)
Western	24	16	11	38	(3-90)
National	27	17	13	37	(0-160)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

NORTHEASTERN	1986	1985	1984	1980
	%	%	%	%
ICU/CCU	80	67	59	84
Operating room	27	15	8	14
Psychiatric/mental health	12	18	13	6
Emergency	10	6	-	-
Neurosurgery/neurology	8	6	2	12
Oncology	7	3	2	-
Pediatric	7	2	-	-
Medical/surgical	5	11	18	36
Burn unit	5	6	-	-
Ob/gyn/nursery/maternal	5	3	7	-
Rehabilitation	5	2	-	-
Evening/night staff	3	-	-	-
Orthopedic	2	3	2	4
Hemodialysis	2	2	-	-
Coronary/cardiac surgery	-	3	-	-
Geriatric	-	2	-	-
Recovery room	-	2	-	-
All specialties	2	5	-	-
(Base)	(60)	(66)	(103)	(50)

WESTERN	1986	1985	1984	1980
	%	%	%	%
ICU/CCU	85	63	63	72
Operating room	50	26	27	19
Ob/gyn/nursery/maternal	29	11	14	6
Psychiatric/mental health	15	14	6	-
Pediatric	12	6	-	-
Evening/night shift	6	9	-	-
Oncology	6	9	6	6
Neurosurgery/neurology	6	3	6	-
Coronary/cardiac surgery	3	3	-	-
Medical/surgical	3	-	-	-
Rehabilitation	-	9	-	-
Emergency	-	3	-	-
Recovery room	-	3	-	-
Respiratory	-	3	-	-
Burn unit	-	3	-	-
All specialties	-	6	-	-
(Base)	(34)	(35)	(51)	(32)

SOUTHERN	1986	1985	1984	1980
ICU/CCU	79	57	59	64
Operating room	19	26	6	4
Medical/surgical	19	13	20	54
Ob/gyn/nursery/maternal	17	11	10	7
Psychiatric/mental health	15	9	-	-
Oncology	13	9	10	8
Pediatric	10	4	4	-
Evening/night shift	8	-	-	-
Neurosurgery/neurology	6	6	5	5
Hemodialysis	2	7	-	-
Emergency	2	2	-	-
Orthopedic	2	2	3	6
Rehabilitation	2	2	-	-
Coronary/cardiac surgery	-	4	-	-
Recovery room	-	2	-	-
(Base)	(48)	(54)	(94)	(85)

NORTH CENTRAL	1986	1985	1984	1980
ICU/CCU	86	64	60	51
Operating room	16	15	7	-
Psychiatric/mental health	11	12	13	9
Medical/surgical	11	3	6	36
Emergency	10	11	-	-
Neurosurgery/neurology	7	8	5	7
Ob/gyn/nursery/maternal	7	5	3	-
Pediatric	5	5	5	4
Rehabilitation	3	5	-	-
Burn unit	3	5	-	-
Evening/night shift	2	3	2	-
Hemodialysis	2	3	-	-
Oncology	-	2	7	8
Respiratory	-	2	-	-
All specialties	7	6	-	-
(Base)	(62)	(66)	(97)	(75)

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RECRUITMENT BUDGET (Continued)

NATIONAL	1986	1985	1984	1980
	%	%	%	%
ICU/CCU	82	63	60	65
Operating room	26	20	10	7
Psychiatric/mental health	13	14	10	4
Ob/gyn/nursery/maternal	12	7	8	3
Medical/surgical	10	7	13	42
Pediatric	8	4	4	1
Neurosurgery/neurology	7	6	4	6
Emergency room	6	6	3	-
Oncology	6	5	6	6
Evening/night shift	4	2	4	-
Rehabilitation	3	4	-	-
Burn unit	3	4	-	-
Hemodialysis	2	3	2	-
Coronary/cardiac surgery	1	2	-	-
Orthopedic	1	1	2	9
Recovery room	-	1	-	-
Respiratory	-	1	-	-
Geriatric	-	1	1	-
All specialties	3	4	-	-
(Base)	(204)	(221)	(345)	(242)

What percent RN FTE vacancies do you currently have? (Calculated value from # vacancies & # FTE on staff.) (1986 only)

	Average	Range
	%	%
Northeastern	7	(1-24)
Southern	8	(1-20)
North Central	6	(0-28)
Western	7	(3-23)
National	7	(0-28)

RECRUITMENT PROGRAM

What is your annual turnover rate for Full-Time Equivalent RNs?

	Average				Range
	1986	1985	1984	1980	1986
	%	%	%	%	%
Northeastern	19	19	18	29	(2-48)
Southern	25	20	22	34	(7-45)
North Central	15	16	14	27	(2-30)
Western	16	16	17	31	(4-30)
National	18	18	18	30	(2-48)

What is your cost per FTE hire?

	Average				Range
	1986	1985	1984	1980	1986
	$	$	$	$	$
Northeastern	1363	1247	1040	649	(86-6211)
Southern	1210	1256	894	816	(278-3500)
North Central	1005	750	1025	682	(0-3200)
Western	1668	1135	1283	777	(270-6000)
National	1276	1073	1033	731	(0-6211)

In the past year, did you utilize a recruiting or employment agency?

	Yes				No			
	1986	1985	1984	1980	1986	1985	1984	1980
	%	%	%	%	%	%	%	%
Northeastern	30	26	11	18	70	73	89	82
Southern	27	22	18	32	73	78	82	68
North Central	16	15	13	28	81	85	87	72
Western	32	17	29	47	68	80	71	53
National	26	20	16	30	74	79	84	70

If Yes: What types of positions are filled by agencies?

#	
31	Administration: mgmt. (22), Dir. (4), V.P. (2) Head nurse (2), Department head (1)
17	Nursing staff: ICU/CCU (5), nursing staff (3), Clinical specialist (3), Ped. (2), LPN (2), OR (1), pvt. duty (1)
9	Therapists: phys. (4), respiratory (2), occupational (2), enterstomial (1)
5	Non medical: non nursing (2), data proc. (2), secret.(1)

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RECRUITMENT PROGRAM (Continued)

During the past year, what has been the most successful method of recruitment for you?

	Northeastern			Southern			North Central			Western			National		
	1986	1985	1984	1986	1985	1984	1986	1985	1984	1986	1985	1984	1986	1985	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Local advertising	67	65	64	67	52	46	47	59	56	71	69	63	61	61	57
Career days	42	35	34	23	19	27	44	42	50	12	20	14	33	31	33
Individual campus visits	18	21	19	23	15	14	23	14	22	6	11	16	19	16	18
Career directories	22	11	8	17	32	15	3	8	4	17	26	20	14	17	10
Student nurse conventions	15	11	8	10	9	6	15	18	13	3	6	4	12	11	8
National nursing journal advertising	8	6	5	17	24	16	3	3	2	12	11	14	9	10	8
Job fairs	12	17	9	-	2	1	3	5	5	-	3	-	4	7	4
Nonlocal newspaper advertising	10	5	4	4	6	5	2	3	4	-	14	2	4	6	4
Specialty nurse meetings	2	2	2	2	2	1	3	2	1	-	-	8	2	1	2

RANK ORDER

	Northeastern			Southern			North Central			Western			National		
	1986	1985	1984	1986	1985	1984	1986	1985	1984	1986	1985	1984	1986	1985	1984
Local advertising	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Career days	2	2	2	2	4	2	2	2	2	3	3	4	2	2	2
Individual campus visits	4	3	3	3	5	5	3	4	3	5	5	3	3	4	3
Career directories	3	5	5	4	2	4	5	5	6	2	2	2	4	3	4
Student nurse conventions	5	6	6	6	6	6	4	3	4	6	7	7	5	5	6
National nursing journal advertising	8	7	7	5	3	3	6	7	8	4	6	5	6	6	5
Job fairs	6	4	4	-	8	8	7	6	5	-	8	-	7	7	8
Nonlocal newspaper advertising	7	8	8	7	7	7	9	8	7	-	4	8	8	8	7
Specialty nurse meetings	9	9	9	8	9	9	8	9	9	-	-	6	9	9	9

How many recruitment trips did you make last year?

	Average			Range
	1986	1985	1984	1986
	#	#	#	#
Northeastern	10	9	10	(0-36)
Southern	10	7	9	(0-44)
North Central	8	9	13	(0-35)
Western	2	2	3	(0-12)
National	8	7	9	(0-44)

How does this compare to previous years?

	More		Same		Less		No Answer	
	1986	1985	1986	1985	1986	1985	1986	1985
	%	%	%	%	%	%	%	%
Northeastern	12	20	60	27	27	38	2	15
Southern	23	4	52	30	21	61	4	6
North Central	13	8	58	27	26	56	3	9
Western	15	6	41	51	41	87	3	6
National	15	10	54	32	28	49	3	10

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BENEFITS

Does your facility offer the following benefits to nurses?

Tax shelter annuity:

	1986 %	1985 %	1984 %	1980 %
Northeastern	85	91	87	76
Southern	88	85	79	49
North Central	94	94	93	85
Western	91	91	88	72
National	89	91	87	69

Clinical laddering:

	1986 %	1985 %	1984 %
Northeastern	45	47	38
Southern	44	46	39
North Central	37	32	30
Western	68	60	49
National	46	44	38

Child care center:

	1986 %	1985 %	1984 %
Northeastern	33	32	21
Southern	35	28	22
North Central	32	30	32
Western	32	26	12
National	33	29	23

Pension Plan:

	1986 %	1985 %	1984 %	1980 %
Northeastern	100	97	96	90
Southern	94	85	89	85
North Central	98	99	100	95
Western	97	97	100	97
National	98	95	96	91

Special orientations or internship programs (for new graduates)

	1986 %	1985 %	1984 %	1980 %
Northeastern	85	91	85	82
Southern	79	83	80	94
North Central	71	82	87	94
Western	79	83	84	94
National	78	85	84	91

Flexible staffing:

	1986 %	1985 %
Northeastern	60	64
Southern	71	74
North Central	68	73
Western	82	71
National	69	70

Credit union:

	1986 %	1985 %	1984 %	1980 %
Northeastern	78	74	81	54
Southern	90	91	85	86
North Central	89	88	88	73
Western	100	97	98	84
National	88	86	86	75

Refresher courses:
(to retrain nurses returning to work)

	1986 %	1985 %	1984 %	1980 %
Northeastern	13	17	16	42
Southern	17	15	19	46
North Central	8	11	19	47
Western	9	9	8	44
National	12	13	16	45

Pharmacy discount:

	1986 %	1985 %	1984 %
Northeastern	87	85	85
Southern	88	91	83
North Central	86	82	80
Western	85	80	73
National	86	85	81

Paid time off to attend seminars/ continuing education

	1986 %	1985 %	1984 %
Northeastern	90	96	96
Southern	94	96	97
North Central	86	82	89
Western	88	97	94
National	89	92	94

Work study program for students:

	1986 %	1985 %	1984 %
Northeastern	37	30	42
Southern	33	33	46
North Central	31	21	37
Western	27	20	37
National	32	27	41

Wellness center:

	1986 %	1985 %	1984 %
Northeastern	28	24	27
Southern	33	46	30
North Central	40	49	35
Western	65	66	33
National	39	43	31

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BENEFITS (continued)

Full-time benefits for part-time employees:

	1986 %	1985 %
Northeastern	30	30
Southern	25	17
North Central	24	23
Western	32	40
National	28	26

Other benefits in 1986 (National only) more than 5 mentions: tuition reimbursement (62); dental, life, health insurance (22-24); free parking (10); relocation expense (9); shift differential (7); discount cafeteria (6).

SALARY

What is the salary range for each of the following positions?

	Average low			Average high			Range
	1986 $	1985 $	1984 $	1986 $	1985 $	1984 $	1986 $
Staff nurse							
Northeastern	20,358	19,597	18,845	27,742	25,679	24,383	(15,600-41,000)
Southern	18,997	18,405	17,835	25,726	25,667	24,381	(17,100-30,800)
North Central	19,927	19,242	18,945	26,632	25,735	25,106	(15,800-34,200)
Western	22,200	22,024	20,463	30,729	30,027	27,509	(17,900-41,100)
National	20,186	19,591	18,835	27,404	26,404	25,071	(15,600-41,100)
Head nurse							
Northeastern	25,989	24,033	22,698	35,135	31,604	29,267	(19,700-47,700)
Southern	23,921	22,874	21,796	32,570	31,357	29,784	(17,700-38,000)
North Central	25,119	23,982	22,896	34,310	32,869	30,748	(17,500-43,200)
Western	28,610	27,675	25,853	40,092	37,267	34,908	(22,700-51,300)
National	25,673	24,352	22,951	35,189	32,894	30,640	(17,500-51,300)
Director of Nursing							
Northeastern	41,054	36,857	34,939	59,603	48,350	45,824	(17,000-110,000)
Southern	34,238	31,695	29,683	47,150	43,895	42,989	(27,900-60,900)
North Central	35,705	34,372	31,248	48,954	48,279	43,488	(24,200-80,000)
Western	38,988	40,263	37,134	57,672	54,511	48,927	(16,500-72,800)
National	37,379	35,495	32,809	52,921	48,304	44,961	(16,500-110,000)

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SALARY (continued)

Do you pay more for a BSN than a diploma or an ADN?

	Yes			No		
	1986	1985	1984	1986	1985	1984
	%	%	%	%	%	%
Northeastern	32	35	43	65	64	51
Southern	17	22	28	81	78	69
North Central	24	23	33	74	74	65
Western	21	26	23	79	74	69
National	24	27	33	74	72	63

NURSE RECRUITER

What is your annual salary?

	Average				Range
	1986	1985	1984	1980	1986
	$	$	$	$	$
Northeastern	28,916	27,188	26,858	18,322	(12,700-46,000)
Southern	27,729	27,017	26,085	18,014	(17,000-42,000)
North Central	28,608	26,819	26,963	19,516	(20,000-38,000)
Western	33,083	31,691	30,409	21,504	(22,800-40,000)
National	29,270	27,773	27,224	19,019	(12,700-46,000)

What percent of your time is spent on recruitment?

	Average				Range
	1986	1985	1984	1980	1986
	%	%	%	%	%
Northeastern	65	66	63	74	(2-100)
Southern	64	57	56	72	(10-100)
North Central	58	54	53	73	(5-100)
Western	72	59	52	78	(8-100)
National	64	59	57	73	(2-100)

Which positions are covered by your recruiting?

	RN		LPN/LVN		Physical Therapist		Other	
	1986	1985	1986	1985	1986	1985	1986	1985
	%	%	%	%	%	%	%	%
Northeastern	98	89	77	70	23	18	67	71
Southern	98	87	88	76	40	30	79	63
North Central	92	97	71	73	32	38	66	65
Western	94	86	82	80	29	29	68	80
National	96	91	78	74	31	29	70	69

Please specify other positions.
National (5 or more mentions):

	1986	1985	1984	1982
	%	%	%	%
Nurses' aide/orderly	24	21	22	33
All hospital personnel	24	19	11	3
Medical technologist/technician	19	24	22	36
Ward clerk/unit secretary	19	15	18	25

(1986 2%-5%: therapists, allied health, specialty areas, all professionals, social workers, student nurses)

How long have you held this job?

	Average # months			Range
	1986	1985	1984	1986
	#	#	#	#
Northeastern	50	45	42	(3-312)
Southern	52	44	33	(4-168)
North Central	57	47	48	(3-432)
Western	49	52	40	(2-108)
National	52	46	41	(2-432)

How long have you been engaged in recruiting?

	Average # months			Range
	1986	1985	1984	1986
	#	#	#	#
Northeastern	65	56	56	(3-312)
Southern	57	50	43	(6-180)
North Central	62	55	54	(4-192)
Western	70	65	52	(4-144)
National	63	56	51	(3-312)

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What is your title? (5 or more mentions)

	Nurse Recruiter			Nurse Recruitment Nursing Resources-Employment Coord. Director, Mgr.		Employment Mgr., Dir. Coordinator			Nurse Recruitment & Retention Dir., Coordinator, Mgr.			Professional Health Care Recruiter		Personnel-Specialist, Coord. Dir.		
	1986	1985	1984	1986	1985/84	1986	1985	1984	1986	1985	1984	1986	1985/84	1986	1985	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	33	52	48	20	-	17	12	4	7	9	11	7	-	7	8	11
Southern	29	32	38	23	-	10	11	4	13	20	17	8	-	6	13	7
North Central	31	27	37	13	-	32	23	10	5	12	17	5	-	5	14	5
Western	35	26	29	12	-	29	26	12	9	23	25	3	-	3	6	8
National	32	35	40	17	-	22	17	7	8	15	16	6	-	5	10	8

	Human Resources Specialist, Dir.		Nursing Admin. D.O.N./Ass't.			Other			No Answer		
	1986	1985/84	1986	1985	1984	1986	1985	1984	1986	1985	1984
	%	%	%	%	%	%	%	%	%	%	%
Northeastern	5	-	2	9	4	2	-	5	2	3	2
Southern	2	-	6	13	12	-	-	12	2	2	3
North Central	2	-	3	9	4	-	3	19	5	5	2
Western	6	-	-	14	6	3	-	10	-	-	2
National	3	-	3	11	6	1	1	11	3	3	2

What is your educational preparation for nurse recruiter? (Highest level indicated)

	Associate Degree				Diploma			Bachelor's Degree				Master's Degree				Other			
	1986	1985	1984	1980	1986	1985	1984	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980*
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	13	5	11	10	8	17	14	53	52	42	70	22	23	30	8	2	-	-	26
Southern	13	15	7	16	8	13	14	69	48	60	52	6	15	14	12	-	4	1	35
North Central	11	11	13	14	11	15	18	57	55	51	60	15	12	14	4	3	5	2	38
Western	18	9	6	19	15	20	16	41	49	49	50	21	17	21	19	-	3	2	22
National	13	10	10	14	10	16	16	56	51	50	57	16	17	20	10	2	3	1	32

*1980 figures include diploma nurses

Are you an RN?

	Yes				Male				Female			
	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	83	77	83	64	5	9	4	10	92	88	93	88
Southern	67	72	78	58	8	11	11	19	90	87	87	80
North Central	71	70	75	75	5	9	6	13	90	89	92	84
Western	79	77	80	88	3	9	8	6	94	91	92	94
National	75	74	79	68	5	10	7	13	91	89	91	85

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We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Please take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

NAHCR
National Association For Health Care Recruitment
P. O. Box 9351
Cleveland, Ohio 44101-5851

Does the survey provide you with information that is useful?

	Yes	No
for you	[]	[]
for your administration	[]	[]
other (please specify)		

_____

Is the information presented in an easily understood form?

[] Yes [] No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____